

# Michigan Department of Corrections

## ***Vision and Mission***

**The Vision of the Michigan Department of Corrections is to protect the public and build trust within Michigan communities.**

**The Mission of the Michigan Department of Corrections is to create a safer Michigan through effective offender management and supervision in our facilities and communities while holding offenders accountable and promoting their success.**

### ***Message from the Director:***

*Sound correctional policy and effective correctional management are the keys to ensuring public safety while maintaining safe and secure correctional facilities and programming that ensures offender success.*

*In 2004, the Michigan Department of Corrections began the Michigan Prisoner ReEntry Initiative (MPRI), an ambitious program designed to enhance public safety while keeping offenders from returning to prison. Throughout the past three years, our department has used evidence-based practices to develop a program that essentially creates “a new way of doing business in corrections.” As we look forward into 2008 and beyond, I see a leaner corrections agency that excels at keeping the most dangerous offenders safely segregated from the public, while providing offenders who are released into the community with the opportunity to succeed. The outcome of this initiative will ultimately be a safer society with less crime and a small prison system that frees up resources for other societal needs.*



*The Michigan Prisoner ReEntry Initiative is the most dramatic and comprehensive redesign of correctional policy in Michigan since the incorporation of rehabilitative policies in the mid-1960s. The significant difference, and one of the reasons the program will succeed, is the level of support from so many different partners. Communities, legislators, non-profit groups, prosecutors, businesses, and law enforcement agencies are all willing and constructive partners in this initiative.*

*While the results are preliminary and the program still needs to be fully implemented, they are still impressive. We have seen a 26% reduction in the rate at which offenders return to prison. Crime rates are down and offender success in the community is rising. Parole officers are partnering with offenders to ensure successful parole outcomes as well. The key components of success include housing, job stability, mental health care, and drug/alcohol counseling. With community partnerships and a greater interest in offender success, together, we are making a difference.*



*I would like to acknowledge the hard work and dedication of all of our employees. Each of you has a dedicated mission to accomplish and each day you prepare and carry out that mission with dignity, respect, and professionalism. The Michigan Department of Corrections is the finest correctional agency in the nation, and its employees are the reason. I am proud to be your Director and I am keenly aware of the importance of your work. I am honored to serve all of you and the people of Michigan. Together we lead the nation in correctional policy. Thank you.*

*Sincerely,*

*Patricia L. Caruso*

2007

Annual Report

# Employees

## Dedicated Professionals

### *Officer of the Year*

Resident Unit Officer (RUO) Steve Houck of the Carson City Correctional Facility was named the Michigan Department of Corrections Officer of the Year in 2007. Steve was formally given the honor at the May banquet recognizing officers from throughout the Department.

Houck has been with the department for 17 years, all of them at Carson City. Prior to that, he earned a bachelor's degree in Criminal Justice from Northern Michigan University. He served as a corrections officer until June of 1993, when he moved into his current position.

"RUO Houck's knowledge of policy and procedure is impeccable, resulting in a knack for training new staff. His professional demeanor, willingness to help and positive attitude contribute to positive staff morale and a more efficient operation," said Warden Thomas Bell.



Houck wears many hats, including working as an Emergency Response Team member, acting Hearings Investigator, Unit Fire/Sanitation Inspector, "Strategies for Thinking Positively" Instructor, Substance Abuse Instructor and Cell Extraction Trainer. He also serves as a varsity football coach, team mentor and power lifting coach who has led students to victory in national power lifting competitions held as far away as London. Many of the students he has mentored have gone on to become corrections officers, Michigan State Police troopers and military veterans. In addition, Houck is a faithful and active member of his church, serving as a youth leader in local community churches for nearly seven years.

### *Duty, Honor, Courage...*

The State Standards Committee of the Michigan Correctional Officer's Training Council selected Houck from a pool of 45 nominees from across the state that are held in high regard by their colleagues. Each nominee was judged on their service to the department, MDOC policy compliance, professionalism, work ethic and communications skills.

"It's very humbling," Houck said. "The candidates themselves are a reflection of the kind of people it takes to make something like this possible."



Michael Montgomery, who also received a Professional Excellence Award, is the winner of the 2006 Director's Award for his outstanding dedication and work in the leadership development unit. He was surprised with the announcement of his awards at a videoconference with Governor Jennifer M. Granholm.

### *Employee of the Year*

Montgomery is a 20-year veteran of the department, having worked at Thumb Correctional Facility in a variety of capacities. He joined the central office training staff in 2000, and has helped countless staff members develop and sharpen their leadership skills.

"Mike's work has had a positive impact on literally thousands of department employees," said Director Patricia L. Caruso. "He has devoted countless hours to becoming an expert and remaining current in the areas of leadership, classroom facilitation and motivation."

### *Excellence and Teamwork*

"I am routinely amazed at the outstanding caliber of our men and women and their ability to persevere in the face of almost continual adversity," Montgomery said. "To be chosen from among them is one of the greatest honors I could imagine."



# 2007 Year in Review

## *Correctional Facilities Administration*

Riverside Correctional Facility closed in November of 2007. Prisoners and staff transferred to the completely renovated Michigan Reformatory, which was re-opened after a five-year closure. The move results in cost-savings for the Department. The Michigan Reformatory is able to house more prisoners and the updated physical plant is more efficient to operate. The Michigan Reformatory once again regains its status as Michigan's oldest fully operational prison.

Southern Michigan Correctional Facility also closed in November 2007. This facility was, at one point, part of the State Prison of Southern Michigan, the world's largest walled prison. Years after breaking the single prison



into several smaller facilities, much of what used to be the heart of the old prison is now closed. Prisoners were placed at other facilities that met their security, management, and health care needs. Staff were placed mainly at other facilities within the Jackson complex.

The Bureau of Health Care Services was reorganized to maximize quality and minimize costs. Nationally recognized standards of management and health care were used to define the reorganization. A study by The National Commission on Correctional Health Care, as well as other internal and external resources, helped identify areas of improvement to the prisoner health care system. The resulting reorganization will reduce the overall cost of prisoner health care while continuing to provide the constitutionally afforded health care that prisoners have a right to.

In order to meet the demands of the expanding Michigan Prisoner ReEntry Initiative, the Department created the Office of Employment Readiness. This new office placed Michigan State Industries, Prison Build, and Prisoner Education together under one administration. This allows increased capacity to provide employment readiness to prisoners through programs and projects that support and serve communities, non-profits and the State. These three divisions within the Michigan Depart-

## *Field Operations Administration*

ment of Corrections are devoted to preparing inmates for employment upon their return to society. The goal under this new office is to improve academic opportunities and vocational skills for prisoners waiting to return to the community. It was only logical that these three programs were integrated to achieve their goals collectively.

## *Reassignments and Realignment*

The implementation of the MPRI statewide occurred on October 1, 2007. All 83

Michigan counties have now become engaged with re-entry efforts. Comprehensive Plans were developed to identify the assets, gaps, and barriers in each community. Funding was provided to each community to help address the gaps in services, thus providing additional support in the management of the offender population at the local level. These accomplishments were important as they are the launching point for a new, more effective way of managing offenders. In general, Field Agents have always been successful at managing offenders, according to the direction of the Department. What we have learned as a Department is that our efforts haven't produced the desired results. Return rates have remained consistent for years. Research has shown that properly applying Evidence-Based Practice, with fidelity and quality, has proven to reduce recidivism. Taking these steps will promote offender success, thus resulting in fewer crimes and fewer victims. This achieves our primary goal; protection of the public.



The Lake County Technical Rule Violation (TRV) Center transitioned to the Lake County Residential ReEntry Program. Transitioning Lake County TRV into a ReEntry program fol-

lows the Department's model of Collaborative Case Management. Becoming a ReEntry facility will promote offender awareness and assist offender transition back into the community, increasing offender success and promoting public safety.

The Tuscola Residential ReEntry Program installed more programming to support offender readiness and transition into the community. Two programs, *Thinking Matters* – a cognitive restructuring program that helps offenders make better choices, and *Domestic Violence Prevention* – a program that readies offenders for long-term counseling upon release, will help reduce offender recidivism.

# 2007 Year in Review

## *Planning and Community Development Administration*

The Michigan Prisoner ReEntry Initiative (MPRI) was rolled out statewide on October 1, 2007.



This is the culmination of three years of planning, development and hard work on the part of all of the stakeholders within the initiative. Each of the 83 counties in Michigan now has a role in supporting and expanding

### ***Protecting the Public***

MPRI within their communities. The primary goal of MPRI is to promote public safety by increasing the success rates of prisoners transitioning from prison to the community. The vision of the MPRI is that every prisoner released from prison will have the tools needed to succeed in the community. With statewide deployment, MPRI is more ready than ever to meet the goal and fulfill the vision.

One of the key components to the success of MPRI is the comprehensive participation at every level and throughout every sector. Support comes from no fewer than six state agencies including The Department of Corrections, the Department of Community Health, the Department of Human Services, the Department of State Police, the Department of Labor and Economic Growth, and the Department of Education. It also includes Michigan Works and the Michigan State Housing Development Authority. In the community, helping agencies like Goodwill, the Salvation Army, and a host of other charitable and citizen assistance agencies have stepped up to provide services for offenders returning to the community.

Each MPRI site has a community coordinator and a workgroup or committee that provides input and solutions to problems faced by offenders within the service area. The committee also provides and strengthens relationships between returning offenders and the community assets that will help them stay out.

In 2007, MPRI was able to implement all three phases of the initiative - *Getting Ready, Going Home, and Staying Home*. Each of the three phases represents a distinct period in an offender's journey to transition back into the community.

## *Operations Support Administration*

Over this past fiscal year, Officer Recruit Training has been conducted at the Michigan State Police Training Academy. Moving to this location has resulted in many positive improvements for the MDOC training. At the executive level it was decided that the training function for both MSP Troopers and MDOC Officer Recruits would be better served if both agencies used the MSP training facility. This move has allowed both agencies to use a facility that is conducive to staff training and has improved the quality of MDOC Officer Recruit Training. The environment, training space and facility operations

lend themselves to a positive training experience for new staff to the MDOC. Another positive impact of this initiative is a closer partnership with both MSP



and MDOC training staff. Both groups of staff have a similar mission and are working very well together.

The Office of Personnel Services consists of three service-oriented sections, including Personnel Services, Labor Relations and Technical Services. The manager of the Office of

Personnel Services is responsible for oversight of those three sections as well as all Department of Corrections Human Resources Offices located throughout the State. In addition to the oversight of these areas, the manager is also responsible for processing statewide pay-for-performance evaluations; coordinating reductions in force, approving CS-138 contracts; determining covered service retirement and special pay eligibility and coordinating the employee fingerprint process.

Pursuant to Executive Order 2007-30, the Department of Civil Service was abolished and became the Civil Service Commission under the Department of Management and Budget. Part of that reorganization required human resources staff of all principal state departments to become Civil Service Commission employees. The Manager of Personnel Services and the employees in Personnel Services and Technical Services were administratively moved to the Civil Service Commission. Labor Relations staff remained employees of the Department of Corrections.

### ***Reorganization and Readiness***

# FY07 Budget

## allocation of funding

Administration/FY	FY 2007	FY 2002	FY 1997
Correctional Facilities	\$1,659,316,100	\$1,317,825,817	\$1,067,145,200
Field Operations	\$212,418,200	\$175,064,797	\$161,339,600
Administrative Functions	\$81,888,700	\$82,619,163	\$79,820,500
Total	\$1,953,623,000	\$1,575,509,777	\$1,308,305,300

## budgeted employees as of December 31, 2007

Prisons and Camps	13,972
Parole and Probation	1,691
Administration and Support	597
Total	16,260

## average annual cost per prisoner by security level

Level one/prison camp	\$27,908
Secure Level One	\$27,427
Level Two (medium security)	\$26,864
Level Four (close custody)	\$33,590
Level five (maximum security)	\$38,591
Average annual cost (all levels)	\$31,780

## average annual cost per offender on community status

Residential Placement	\$24,958
Electronic Monitoring	\$5,459
Parole Community Supervision	\$2,183
Probation Community Supervision	\$2,033



# 2007 Facts and Figures

## OFFENDER POPULATIONS END OF 2007

Prison.....	50,233
Probation .....	54,411
Parole .....	17,864
Electronic Monitoring.....	1,932
Community Residential Programs .....	28
Special Alternative Incarceration.....	851

For more statistical information about the Michigan Department of Corrections in 2007, please review the [Michigan Department of Corrections 2007 Statistical Report](#).

## OFFENDER DEMOGRAPHICS END OF 2007

Male .....	47,793
Female .....	2,440
White.....	22,576
Non-White .....	27,311
Age <24 .....	7,254
25-34 yrs.....	15,335
35-44 yrs.....	14,167
45-54 yrs.....	9,110
Age > 54 .....	4,057

## criminal behavior THE TOP 10 LIST

Offense	Total Number currently incarcerated	Offense Code	Typical Sentence (years)
Armed Robbery	4,350	750.529	11.2
Homicide - 2nd degree	3,940	750.317	23.3
CSC 1 - person under age 13	1,974	750.520B1A	13.1
Felony Firearms	1,972	750.227B-A	2
Homicide - 1st degree	1,801	750.316	35.7
CSC 2 - person under age 13	1,662	750.520C1A	4.9
Home Invasion - 2nd degree	1,510	750.110A3	3.8
CSC - 1st degree	1,491	750.520B	18.9
Home Invasion - 1st degree	1,474	750.110A2	6.7
Assault w/intent to murder	1,455	750.83	17

## MICHIGAN DEPARTMENT OF CORRECTIONS



Contact	Phone Number	Contact	Phone Number
Central Office Administration	(517) 335-1426	Parole Board	(517) 373-0270
Correctional Facilities	(517) 373-0287	Parole and Probation	(517) 373-3184
Crime Victims Services	(877) 886-5401	Public Information	(517) 373-6391
Planning and Development	(517) 241-7279	Recruitment	(888) 820-7129
Operations Support	(517) 373-2014	F.O.I.A. Coordinator	(517) 373-3651

Please visit [www.michigan.gov/corrections](http://www.michigan.gov/corrections) for more information about the Michigan Department of Corrections.